DOCUMENT RESUME

ED 466 855 HE 035 068

TITLE	Critical Issue Bibliography (CRIB) Sheet: Maintaining Financial Health--Tuition Strategies, Cost Containment, and Fundraising.
INSTITUTION	ERIC Clearinghouse on Higher Education, Washington, DC.
SPONS AGENCY	Office of Educational Research and Improvement (ED), Washington, DC.
PUB DATE	2001-12-00
NOTE	17p.
AVAILABLE FROM	For full text: http://www.eriche.org.
PUB TYPE	ERIC Publications (071) -- Reference Materials - Bibliographies (131)
EDRS PRICE	EDRS Price MF01/PC01 Plus Postage.
DESCRIPTORS	Annotated Bibliographies; Budgeting; *Costs; *Educational Finance; *Fund Raising; *Higher Education; Institutional Characteristics; Resources; *Tuition

ABSTRACT

This CRitical Issue Bibliography (CRIB) Sheet lists resources that focus on maintaining the financial health of an institution of higher education. It describes resources in three areas: (1) tuition strategies; (2) cost containment; and (3) fundraising. The focus of the bibliography, however, is on cost containment and efficiency, and it details models and best practices for cost containment. Higher education should make this a priority to regain public and governmental support. The annotated bibliography describes 68 resources, all of which are in the ERIC database, and 2 Web sites for further information. (SLD)

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Critical Issue Bibliography (CRIB) Sheet:

Maintaining Financial Health: Tuition Strategies, Cost Containment, and Fundraising

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A Critical Issue Bibliography (CRIB) sheet is a selected bibliography on a topic of interest in the field of higher education. The majority of the literature cited in the bibliography is found in the ERIC Database, though some CRIB sheets also include other literature, such as selected Internet resources. CRIB sheets are updated annually.

Many of the issues discussed in one bibligraphy relate to another CRIB sheet topic. For example, the CRIB sheet on affirmative action is closely related to the CRIB sheet on creating a multicultural climate on campus. We have tried to note such connections in the bibliographies themselves; we encourage you not to see CRIB sheet topics as discrete and to explore several bibliographies on related topics.

This CRIB sheet was updated in December 2001.

Critical Issue Bibliography (CRIB) Sheet:
Maintaining Financial Health: Tuition Strategies,
Cost Containment, and Fundraising

Financial constraint has become the watchword in higher education. The public, the business community, and higher education boards have called the cost of attending college into question. They are also concerned about the rate at which tuition has been rising. The public is demanding accountability for costs and controlling expenses. The recent formation of the National Commission on the Cost of Higher Education approved by the House and signed into law by President Clinton on June 12, 1997 formalized the public's concern. This commission will study and make recommendations about the increase in tuition; administrative costs; faculty workload and remuneration; construction, renovation, and state fiscal policies; the impact of financial aid and tuition discounting on tuition increases; and the impact of federal, state, and local reporting mandates on cost.

Within this skeptical environment, institutions are focusing on cost containment and fundraising rather than tuition to meet expenses. As a result, cost containment strategies such as outsourcing, business processing re-engineering, privatization, and investment strategies are being discussed at conferences and in the literature. In addition, fundraising has become increasingly important in higher education. In this CRIB sheet, we present resources in three areas: 1) tuition strategies, 2) cost containment, and 3) fundraising. Tuition and fundraising strategies are important for maintaining revenue streams. Continued efforts and creativity in these two areas will certainly result in a more stable financial foundation. The focus of this bibliography, however, is on cost containment and efficiency. Higher education should make this a priority in order to regain public and governmental support. Therefore, we detail models and best practices for cost containment.

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http://www.eriche.org/government/ncche.html
College Cost Commission Report, an important policy document from the College Cost Commission. This should become part of the central dialogue on your campus!

WWW Focus on Fundraising
This Web site provides a wealth of information on education grants available in different areas, and the grant writing process.

Tuition and College Costs

ED446679
Bovbjerg, Barbara D. (2000). College tuition and fees: Changes in the 1995-96 to 1999-2000 period compared with median household income.
This analysis focuses on comparing changes in college tuition and fees, median household income, and the Consumer Price Index (CPI) for academic years 1995-96 through 1999-2000. In conducting this work, tuition and fee data on public and private 4-year colleges and on public 2-year colleges were obtained from the College Board. Median household income data from the Census Bureau and CPI data prepared by the Bureau of Labor Statistics are used to compare increases in tuition and fees, median household income, and consumer prices.

EJ595268
Kaltenbaugh, L.S., St. John, E.P., & Starkey, J.B. (1999). What difference does tuition make? An analysis of ethnic differences in persistence. *Journal of Student Financial Aid, 29*, 2, 21-31.
A study of the effects of tuition discounting practices on European American and African American college students found that differences in student price response to tuition helps explain differences in persistence rates in the two groups.

EJ595267
Allan, R.G. (1999). Taxonomy of tuition discounting. *Journal of Student Financial Aid, 29*, 2, 7-20.
This article reviews issues surrounding college tuition discounting, and outlines sources of confusion, defines various discount types, provides historical background prior to recent changes in fund accounting rules, describes the new rules' impact, outlines different uses of tuition discounting by three groups, and applies the accumulated definitions to an analysis of some of the practical and political problems associated with discounting.

EJ595247
Reed, W.S. (1999). The thankless task of cost containment. *New Directions for Higher Education, 27*, 3, 29-37.
This articles deals with the growing pressure for cost containment. It states that cost containment needs to be concurrently thought of in terms of temporary, mid-term, and permanent changes to institutional operations and priorities.

ED430434
Fossey, R., & Bateman, M. (Eds.). (1998). *Condemning students to debt: College loans and public policy*. New York: Teachers College Press.
The 10 papers here chronicle the burgeoning role of student loans in higher education finance. It covers five major themes: (1) expanding access to postsecondary education is in the national interest; (2) inconsistency characterizes the federal student loan policy; (3) the dramatic increase in federal regulation of higher education; (4) inaccessability to

higher education for more families due to rising costs; and (5) some student borrowers do not benefit from student loans.

ED426665
Hossler, Don, Hu, Shouping, & Schmit, Jack. (1998, April). *Predicting student sensitivity to tuition and financial aid.*
This study focuses on predictors of student sensitivity to college tuition and financial aid in their college choice process.

ED430442
Stringer, W. L., Cunningham, A. F., O'Brien, C. T., & Meristotis, J. P. (1998, Nov). *It's all relative: The role of parents in college financing and enrollment.* Institute for Higher Education Policy. Indianapolis, IN: USA Group Foundation.
This report presents a comprehensive overview of the parental role in higher education.

ED427630
King, Jacqueline E. (ed). (1999). *Financing a college education. How it works, how it's changing*. Washington, DC: American Council on Higher Education.

ED427637
Wellman, Jane, & Others. (1999). *The tuition puzzle: Putting the pieces together. The new millennium project on higher education costs, pricing, and productivity.*
Washington, DC: Institute for Higher Education Policy.
This report reviews two decades of trends in college tuition, the effects on student access and college choice, and how governments and institutions have responded.

ED428588
Lazerson, Marvin. (1998). *Discontent in the field of dreams: American higher education, 1945-1990*. Stanford, CA: National Center for Postsecondary Improvement, Stanford University.
This paper reviews the history of higher education since 1945 emphasizing its rapid growth in a changing American culture which has demanded greater access to higher education.

ED426654
General Accounting Office. (1998, November 10). *Student loans: Improvements in the direct loan consolidation process*. Washington, DC: General Accounting Office.
This report describes progress in addressing problems identified earlier in the process of consolidating student loans under the William D. Ford Federal Direct Loan Program (FDLP) or the Federal Family Education Loan Program (FFELP).

ED418647
General Accounting Office. (1998, February). *Students have increased borrowing and are working to help pay higher tuitions*. Washington, DC: General Accounting Office, Health, Education, and Human Services Division.

This study analyzes data from the National Postsecondary Student Financial Aid Study for 1992-93 and 1995-96. It looks at the way the study was done, and the results of it.

ED416812
Redd, Kenneth. (1998). *College costs and student financial aid, 1989-90 to 1997-98. A guide to recent trends in student charges and financial aid at four-year public colleges and universities*. Washington, DC: American Association of State Colleges and Universities.
This report uses text, tables, and figures to analyze the current costs of attending college at a four-year public university, for both undergraduates, and postgraduates. It is based on the data from the College Board's Annual survey, and it also describes trends in tuition and fees and suggests reasons why these costs are increasing.

ED409782
College Costs, 1996-97. (1997, March). 1996-97. *A guide to student charges at public, four-year colleges and universities*. Washington, DC.
This report provides information on student costs at public four-year institutions for the year of 1996-97.

ED416762
Harvey, James, & Others. (1997, February). *Straight talk about college costs and prices. Report of the National Commission on the Cost of Higher Education*. Washington, DC: James Harvey and Associates.
This report reviews trends affecting rising costs and prices in higher education and proposes an action agenda for colleges, government at all levels, families and students, and other patrons. Information was obtained for the period 1987-96 on costs, prices, and generalized subsidies. Also, college affordability was assessed based on trends in family income and the amount students pay for college after financial aid.

ED410809
Davis, Jerry S. (1997). *College affordability: A closer look at the crisis*. Washington, DC: Sallie Mae Education Institute.
This report attempts to define the nature and dimensions of the college "affordability" crisis. It covers trends in college costs, student ability to pay, and some of the ways in which affordability problems are being addressed.

ED419450
Mumper, Michael. (1996). *Removing college price barriers. What government has done and why it hasn't worked*. Albany, NY: State University of New York, Albany.
This book examines the failure of government efforts to keep college affordable as the real price of higher education has increased rapidly in recent years.

ED399847
Joyner, Carlotta C. (1996, August). *Higher education: Tuition increasing faster than household income and public colleges' costs*. Report to Congressional Requesters. General Accounting Office. Washington, DC: Health, Education, and Human Services

Div. (Report No. GAO/HEHS-96-154 73p.).
This report discusses the increase in college tuition and related fees at 4-year public colleges and universities from school year 1980-81 through 1994-95 and schools' expenditures over the same period. The report also discusses variations in tuition charges among states, factors contributing to increased school expenditures, and initiatives undertaken to help lower student costs.

ED406906
Heller, Donald E. (1996, February). *Tuition, financial aid, and access to public higher education: A review of the literature.*
This paper reviews the literature on the relationship between rising tuition and access to public higher education in the United States. It reviews research on the relationship between tuition and enrollment in higher education, noting that every study considered has found an inverse relationship between tuition and enrollment rates.

EJ520101
Lapovsky, Lucie. (1996, February). Tuition discounting continues to climb. *Business Officer, 29*, 20-25.
Data from an ongoing study of tuition discounting at independent colleges and universities are presented, with an in-depth analysis of 1995 data for 270 institutions and summary data (1990-95) for 147 institutions. Implications of the discounting trend and issues are discussed, including how to inform the public of discounts and assessing how effective the policy is in meeting institutional objectives.

ED410823
Western Interstate Commission for Higher Education. (1995, August). *Confronting the tuition spiral: A sourcebook for higher education policymakers in the west.* Boulder, CO.
Looks at how policies of the Western Interstate Commission for Higher Education are shifting in response to changing trends in student costs and state funding of financial aid. Provides trustees, higher education administrators, and state policymakers in Western states with the data affecting these trends.

ED382065
Illinois State Board of Higher Education. (1995, May). *Keeping college costs affordable: review of trends in tuition and fees.*
This report examines recent national and Illinois trends in college tuition and fees, instructional costs and state support, indicators of economic conditions and families' ability to pay for colleges, and student financial aid. It also includes general affordability goals for Illinois higher education and recommendations on keeping college costs affordable.

EJ500825
Tully, Shawn. (1995, May 1). Finally, colleges start to cut their crazy costs. *Fortune, 131*, 110-12,114.
Discuss the business of higher education where, shielded by laws, traditions, and

folkways, college costs have risen without regard to productivity. Looks at how some are offering tuition at bargain rates to attract students.

EJ477821
Mumper, Michael. (1993). The problem of college affordability: A review of recent literature on potential solutions. *Journal of Student Financial Aid, 23*, 27-35.
Three plans for reforming the financing of students wishing to attend college, therefore improving college affordability, are outlined: (1) improving the college loan system; (2) mitigating high tuition with high student aid; and (3) making comprehensive changes at all levels of the college finance system (the Plan of the National Commission on Responsibilities for Financing Postsecondary Education).

ED351995
National Commission on Responsibilities for Financing Postsecondary Education. (1993, February). *Making college affordable again: Final report*. (103p.). Washington, DC: National Commission on Responsibilities for Financing Postsecondary Education.
This publication presents the findings of a commission that evaluated the current division of responsibilities for financing postsecondary education and makes recommendations for restructuring national policy in this area.

Models of Cost Containment

EJ627891
Fenton, Richard J., Gardner, John, & Singh, Sandeep. (2001). Rethinking cuts in public education: An American example. *Education Economics, 9*, 1, 53-68.
Recent public higher education spending cuts have often been matched by tuition increases, resulting in possible declines in college graduates and in personal income tax receipts. Applying a net present-value model to quantify New York State data suggests that potential revenue losses quickly dwarf short-term budgetary savings.

ED428638
McKeown-Moak, Mary P. (1999). *Financing higher education: An annual report from the states*. Denver, CO: State Higher Education Executive Officers Association.
This report summarizes trends in financing higher education in the United States and is based on various reports of state appropriations and a survey of state higher education finance officers.

EJ575696
Larger, Christine, & Klinger, Donna. (1998, Nov). Enhancing economic and institutional strength. *Business Officer, 32*, 5, 33-7.
This article discusses the Higher Education Amendments of 1998 that lawmakers say will reduce regulatory burden, bring costs down, and broaden access to higher education.

EJ584036
Layzell, Daniel T. (1999, April). Linking performance to funding outcomes at the state level for public institutions of higher education: Past, present, and future. *Research in*

Higher Education, 40, 2, 233-46.
A discussion of the use of performance indicators and performance-based funding in state colleges and universities looks at the types of mechanisms used for measuring institutional performance, state experiences with performance indicators, their pitfalls and limitations, the current status of performance-based funding applications, difficulties in implementation, and future prospects.

ED418680
Kaganoff, Tessa. (1998). *Cost-cutting in higher education: Lessons learned from collaboration, technology, and out sourcing initiatives*. Santa Monica, CA: Rand Corporation.
This document presents a review of cost-containment initiatives relevant to higher education institutions. It explores different initiatives towards cost-containment, and gives benefits and examples of each.

EJ547601
Dubeck, Leroy W. (1997, Spring). Beware higher ed's newest budget twist. *Thought & Action, 13*, 81-91.
A look at Responsibility Centered Management (RCM). Examines this new budgeting system being used at Indiana University, and the possibilities and problems it presents.

ED404925
Dubeck, Leroy W. (1996). *Budget handbook for college faculty and staff*. Washington, DC: National Education Association.
This handbook is meant to provide self-help guidance to college faculty and staff with little or no previous budgetary experience. Gives the basics of budgeting from the types of accounts used, to descriptions of the major components of an institution's income.

ED412818
Taylor, Barbara E., & Massy, William F. (1996). *Strategic indicators for higher education, 1996. Vital benchmarks and information to help you evaluate and improve your institution's performances*. Princeton, NJ: Peterson's Guides, Inc.
The strategic indicators defined in this book are intended to enable institutions to compare their position in key strategic areas with their peer institutions. The indicators are grouped into four categories: (1) Financial capital, (2) Physical capital, (3) Information capital, and (4) Human capital.

EJ516387
Massy, William F., & Zemsky, Robert. (1995, November/December). Toward an understanding of our current predicaments. *Change, 27*, 40-49.
This article argues that the capacity for innovation in American higher education is at risk. Colleges and universities are persistently slow in accepting advancing technology, increasingly labor-intensive, and resistant to evaluation by their customers or in terms of efficiency. A rethinking of the roles and tasks of faculty and staff is proposed, melding academic and economic models.

EJ512040
Baumol, William J., & Blackman, Sue Anne Batey. (1995). How to think about rising college costs. *Planning for Higher Education, 23*, 1-7.
A discussion of the changing economic climate for higher education looks at college costs in relation to other economic indicators, higher education costs in other countries, and hypothetical changes in spending and productivity in the next few decades. It is concluded that while the situation looks bleak, reconception of practices and reallocation of resources can ameliorate it.

EJ493182
Townsley, Michael K. (1994, October). Deficit prevention: Budget control model for enrollment-dependent colleges. *Business Officer, 28*, 40-44.
An ongoing system of short-term budget controls that test actual performance against budget forecasts is essential for enrollment-dependent independent colleges. The budget control model presented here is a tool to inform the management continuously of changes in the all-important tuition revenue stream.

EJ479629
Adams, Jean W., & Stanley, Elizabeth C. (1994, February). Analyzing administrative costs and structures. *Research in Higher Education, 35*, 125-40.
Methodology and results of a study of administrative costs and structures at Iowa State University are summarized. Indicators of administrative efficiency are examined, including those related to organization, costs, salaries, and intensity of administrative functions. Some comparisons with peer institutions or to other units within the same institution are made.

ED394380
Knutsen, Kirk L. (1993, May 6). *Beyond business as usual: A framework and options for improving quality and containing costs in California higher education. (Report No: CRB-OP-93-001).* Sacramento, CA: California State Library, Sacramento. California Research Bureau.
This monograph summarizes the current thinking in the national literature on the subject of cost-containment and productivity in higher education and applies findings to higher education in California.

EJ456044
Brinkman, Paul T. (1992, Fall). Factors that influence costs in higher education. *New Directions for Institutional Research, 75*, 23-34.
Theme Issue: "Containing Costs and Improving Productivity in Higher Education." A framework for analyzing and classifying cost factors in higher education is presented. Costs are located in three sources (individual colleges and universities, the higher education community, and the socioeconomic and scientific-technological environment), and within each source, are a result of either cultural or material conditions.

EJ453175
Coate, L. Edwin, & Shafer, Barbara S. (1992, November). Benchmarking in higher

education: A tool for improving quality and reducing cost. *Business Officer, 26*, 28-35. Benchmarking is an ongoing, systematic process for measuring and comparing work processes of one organization to those of another to identify best practices. Higher education can gain much from this technique, as industry has. The method is objective, reduces resistance to change and can lead to dramatic innovation and rapid development.

Best Practice of Cost Containment

EJ613496
Johnson, Mary K. (2000). State commitment, cost containment, and college affordaability: Lessons from Connecticut. *Journal of Staff, Program, & Organizational Development, 17*, 2, 109-122.
States that tuition and mandatory fees at Connecticut's public institutions of higher education have increased dramatically over the last 10 years, especially during the early 1990s. Documents these trends in more detail, examines some of the key reasons for these increases from a state coordinating board perspective, and speaks to recent statewide strategies to address the issue.

ED434644
Schlachter, G.A. (1999). *Directory of financial aids for women: 1999-2000.* El Dorado Hills, CA: Reference Service Press.
This directory describes nearly 1,700 financial aid sources designed primarily or exclusively for female students. The directory is broken down into the following categories: introduction, individual descriptions of the specific financial aid opportunities, an annotated bibliography of directories listing general financial aid programs, and a set of indexes.

ED434643
Schlachter G.A., & Weber, R.D. (1999). *Financial aid for Hispanic Americans:1999-2001.* El Dorado Hills, CA: Reference Service Press.
This directory describes nearly 1,400 financial aid sources available to Hispanic-American college students. The directory is broken down as follows: introduction, individual descriptions of the specific financial aid opportunities, an annotated bibliography of directories listing general financial aid programs, and a set of indexes.

ED434642
Schlachter G.A., & Weber, R.D. (1999). *Financial aid for African Americans:1999-2001.* El Dorado Hills, CA: Reference Service Press.
This directory describes nearly 1,500 financial aid sources available to African-American college students. The directory is broken down as follows: introduction, individual descriptions of the specific financial aid opportunities, an annotated bibliography of directories listing general financial aid programs, and a set of indexes.

ED427623
Spitz, William T. (1997). *Endowment management. Financial matters. Board basics.* Washington, DC: Association of Governing Boards of Universities and Colleges.

This booklet offers guidelines for college and university trustees for managing the institution's endowment funds as they seek to balance efforts to grow the endowment for the institution's future with the need to use these funds to supplement current budget needs.

ED428599
Hauptman, Arthur M. (1998) *Strategic responses to financial challenges. Strategic decisions. Board basics.* Washington, DC: Association of Governing Boards of Universities and Colleges.
This booklet for trustees of institutions of higher education offers guidelines for strategic financial decisions required in light of the financial challenges higher education faces in the 1990s and beyond.

EJ524647
Beeler, Karl J., & and Moehl, Pamela J. (1996, Summer). Continuous improvement: A way of integrating student enrollment, advising, and retention systems in a metropolitan university. *Metropolitan Universities: An International Forum, 6*, 17-33.
The University of Missouri-St. Louis has discovered the value of continuous quality improvement methods in upgrading its core student-related administrative processes. As a result, it is increasing efficiency and personalizing a traditionally bureaucratic system of student service. Concurrent goals are to increase retention and decrease time to degree attainment.

ED527900
Shafer, Barbara S., & Reed, William S. (1996, July). Consortia in higher education: Leveraging time, talents, and resources. *Business Officer, 30*, 45-52.
A variety of consortial arrangements in higher education are discussed, noting advantages such as savings realized through the cooperative efforts, enrichment of academic programs, improved student services and community outreach, as well as obstacles (organizational, procedural, and cultural). Success factors identified include presence of significant opportunities, readiness to work together, strategic clarity, favorable timing, and patience and perseverance.

ED408873
The Association of Higher Education Facilities Officers. (1995). *Rightsizing effectively. An APPA task force report.* Alexandria, VA.: APPA.
The Association of Higher Education Facilities Officers surveyed its members in 1993 regarding the effects of severe budget reductions. The responses indicated the importance of a number of factors in institutions undergoing downsizing. Important factors include: a mission statement, the morale of retained staff, an empowerment paradigm, strategic planning, adjustment of service levels, innovation, training, productivity and efficiency enhancement.

EJ503281
Morrell, Louis R. (1995, Spring). The role of the senior human resources manager in coping with the new economic environment. *CUPA Journal, 46*, 21-23.

Higher education faces many of the economic challenges of the corporate world. As financial pressures increase and the workforce changes, the campus human resource manager must understand these forces and actively promote change. Strategies include emphasis on training, cost reduction in operations, improved compensation, improved productivity, and greater efficiency.

EJ506881
Givens, Larry R. (1995, June). Budget philosophy 101: Encouraging utility efficiency. *Business Officer, 28*, 34-36.
This article argues that nearly all college and university business and facilities officers can find utility efficiency projects on campus that have at least a 20 percent rate of return on investment, and successfully incorporate them into budgets. These projects are generally more successful when plant operations can retain some or all of the savings.

EJ520091
Coats, Morris R. (1995). Peak-load pricing and facility utilization in higher education costs. *Journal of Marketing for Higher Education, 6*, 15-25.
This article argues that college pricing policies can be developed to encourage more efficient use of college facilities and reduce the need for capital and operating funding from state or private sources. A survey of 403 students at 1 institution indicates that students would be responsive to discounts in ways that would make such discounts cost-effective for the institution.

EJ476130
Parmenter Vernon F., & Reese, Larry D. (1994, January). Improving quality and efficiency: A case study from the University of Florida. *Business Officer, 27*, 41-44.
An effort to enhance quality and efficiency at the University of Florida was designed to produce quick results without involving many employees and focused on the accounts payable department. Flowcharting identified inefficiencies and pinpointed opportunities for improvement in labor-intensive processes, mailings, check registers, reports, encumbrances, payment delay, communications, and overtime.

ED378903
Butterfield, Barbara S., & Wolfe, Susan. (1994). *You can get there from here: The road to downsizing in higher education.* Washington, DC: College and University Personnel Association.
This book approaches college and university budget reduction mandates as an opportunity to reexamine and recast outdated, inefficient processes and to increase administrative effectiveness and efficiency in supporting the academic missions of teaching and research.

EJ465680
Lovrinic, Joseph G., & Others. (1993, July). Developing an economic model: How one Midwestern university is approaching cost control. *Business Officer, 27*, 34-38.
Indiana University-Purdue University Indianapolis developed an economic model for resource allocation in its dental school and undergraduate business administration

program, using responsibility centered management and total quality management techniques. The evolution, design, results, and limitations of the model are discussed.

EJ456043
Dunn, John A., Jr. (1992, Fall). Retrenchment or else: Public and private institutional responses. *New Directions for Institutional Research, 75*, 5-22.
Theme Issue: "Containing Costs and Improving Productivity in Higher Education." A 1991 survey of 125 public universities, private research and doctoral universities, private comprehensive, and private liberal arts/other colleges investigated the type of institutional cost containment measures taken in fiscal year 1992 as well as nonfaculty and faculty personnel and salary actions during that period. Results illustrate the effects of budget shortfalls on daily operations.

EJ456046
Maydew, Mary Jo. (1992, Fall). Assessing non-instructional costs and productivity. *New Directions for Institutional Research, 75*, 49-59.
Theme Issue: "Containing Costs and Improving Productivity in Higher Education." A college's administrative services and support units must give attention to improving quality and service just as instructional units do. Greater efficiency and productivity among non-instructional units can have a significant impact on institutional feasibility. Cost reduction is most effective when there is a common understanding of core priorities.

ED327111
Department of Education. (1990). *Tough choices: A guide to administrative cost management in colleges and universities.* Rosslyn, VA: Cresap.
This guide is a product of a study conducted as part of a broader effort by the Department of Education to identify the causes of rising college costs and find and disseminate ways to contain these costs.

Fundraising

EJ610007
Cardillo, Charlie. (2000). The unexamined donor: For better planning and greater returns, segment the annual fund by giving behavior. *Currents, 27*, 5, 24-27, 29-30.
Guidelines for conducting an annual fund at colleges and universities. Stresses the importance of aggregate donor behavior and donor value, rather than solicitation technique, in driving strategic planning and goal-setting. Suggests fund raisers track three measures of donor participation: donor retention, lapsed donor reactivation, and new donor acquisition.

EJ584107
Easter, L. M., & Schultz, E. L. (1998, Win). Ten heads work better than one: An innovative model for collaborative, college-wide grant writing. *Research Management Review, 10*, 1, 24-32.
An article about a standing committee at Kutztown University (PA) that trains, encourages, and helps faculty members help each other with grant proposals.

ED428596
Simic, Curtis R. (1998). *The role of the foundation board. Foundation relations. Board basics.* Washington, DC: Association of Governing Boards of Universities and Colleges.
This booklet for trustees of institutions of higher education addresses the role of boards of related non-profit fund-raising foundations.

ED412822
Rhodes, Frank H. T., (Ed). (1997). *Successful fund raising for higher learning. The advancement of learning.* Washington, DC: American Council of Education.
This book presents 11 case studies of effective partnership fundraising at various institutions of higher education.

EJ532621
Cook, W. Bruce, & Lasher, William F. (1996, Fall). Toward a theory of fund raising in higher education. *Review of Higher Education, 20*, 33-51.
A study involving interviews with 50 academic leaders revealed that college fund raising is a team effort; the institution's president is typically the central player; presidents should focus fund-raising attention on major gifts and administrative leadership; academic quality and institutional prestige are critical factors; and fund raising is institution- and context-specific.

EJ521705
Freeman, Douglas K. (1996, March). After the close. *Currents, 22*, 8-10.
A tax professional experienced in trusts advises college and university fund raisers and public relations professionals on trust management issues and their role in the trust relationship. Focus is on communication with the donor and on solving situation-specific problems. Examples are offered.

ED399874
Herrmann, Janet C. Lukomski, & Herrmann, Siegfried E. (1996). *Public university fund raising.*
Fund-raising by public colleges and universities has been important in their founding and operation throughout U.S. history. At first, fund-raising was the responsibility of the president, and later also of trustees and regents.

EJ530979
McCardell, John M., Jr. (1996, Spring). Middlebury's plan for growth: A case study. *Connection: New England's Journal of Higher Education and Economic Development, 11*, 20-21.
The growth experienced by Middlebury College (Vermont) in the 1980s brought stature and satisfaction. However, rising costs in the early 1990s resulted in more strategic planning and some retrenchment, focusing on enhancing the institution's excellence in certain liberal arts areas, gradual enrollment increases, cost and price containment, increase in the matriculation rate of accepted applicants, and ambitious fundraising.

EJ529604
Winbush, Donald. (1996, August). Taking stock and refocusing: Foundations forcing shifts in educational priorities. *Black Issues in Higher Education, 13*, 34-37.
While foundation support for higher education is expected to remain strong, fundamental changes in giving strategies are influencing which institutions and program types are funded. Trends include increased attention to precollegiate education, less direct support to historically black institutions and more to initiatives supporting cultural diversity, support for community-oriented programs and creative partnerships for problem solving.

ED397748
Young, P. Scott, & Fischer, Norman M. (1996, May). *Identifying undergraduate and post-college characteristics that may affect alumni giving.* Paper presented at the 1996 AIR Annual Forum.
This study identified undergraduate and post-college activities/experiences that may affect alumni giving. The Input-Environment-Output model, developed by Alexander Astin, along with multivariate statistical analysis served as the framework to analyze various input, environmental, and outcome variables.

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